

1. Which of the following is NOT an example of effective leadership?
 - a. Ask for feedback about your ideas or approaches.
 - b. Show that you can be relied on to keep confidences.
 - c. Keep most information to yourself so you can use it as a bargaining chip.
 - d. Ensure that people understand how an imminent change will affect them.

2. Which of the following is a characteristic of a Transformational Leader?
 - a. Is motivated primarily by self-preservation.
 - b. Handles opposition primarily through compromise.
 - c. Derives power primarily from his or her own position and grade.
 - d. Derives credibility from integrity and values.

3. Most leaders find that increased self-knowledge helps them leverage their strengths and increase their self-confidence.
 - a. True
 - b. False

4. Which of the following would be an effective approach for encouraging authentic feedback?
 - a. Ask for feedback only when you are open to hearing it.
 - b. Defend yourself if you disagree with criticisms you receive.
 - c. In the beginning, ask for feedback each time you see the person.
 - d. Avoid distracting behaviors such as asking questions and taking notes.

5. When discussing ideas and generating ideas with team members, you should:
 - a. Begin with a few minutes of inquiry, then move immediately to advocacy.
 - b. Spend time learning from each other without evaluating ideas, then move to discussion.
 - c. Begin by laying out a rational argument for your ideas, then ask for comments.
 - d. Confine the discussion to generalities and avoid any decisions.

6. Someone with a leadership mindset about change is likely to:
 - a. Back up words with consistent action.
 - b. Keep a lid on the situation by controlling open discussion.
 - c. Stay “invisible” so people can work through their fears.
 - d. Point out that individual needs are not a vital concern at this time.

7. In facilitating change, a leader should:
 - a. Avoid talking about the issues or problems that led to the change.
 - b. Explain how the change relates to the overall organizational strategy.
 - c. Get rid of people who disagree so they don't poison the atmosphere.
 - d. Wait to see the results of the change before making any changes to systems or policies.

8. During times of change, it is important for leaders to:
 - a. Make sure that they put the right spin on the situation, especially when things are going badly.
 - b. Discourage employees from expressing their misgivings.
 - c. Explain the situation once, then move on—don't dwell on it.
 - d. Communicate first through actions, then words.

9. A climate of trust is enhanced when leaders:
 - a. Acknowledge when there has been a breach of trust.
 - b. Micromanage.
 - c. Use domineering influence.
 - d. Adopt a win/lose mentality.

10. Accepting credit for someone else's work is an example of:
 - a. Transformational leadership.
 - b. Facilitating change.
 - c. Trust-reducing behavior.
 - d. Political savvy.

11. Acknowledging a mistake publicly is:
 - a. A sign of a weak leader.
 - b. An example of career suicide.
 - c. A last resort when you can't put a better spin on it.
 - d. One way to help restore trust.

12. The most effective type of personal influence to use when "buy-in" is required is:
 - a. Position influence
 - b. Interpersonal influence
 - c. Domineering influence
 - d. Political influence

13. Jane explains an idea that she has for improving emergency communications with the hearing impaired. Arnold tells Jane that he agrees that there is a need and likes her general concept, then mentions a few concerns that he has about implementing it. Next he offers an idea and asks Jane's opinion of how it would mesh with her original purpose. This conversation is an example of:
- Agreement
 - Constructive disagreement
 - Delegation
 - Trust-reducing behavior
14. People with political savvy make decisions that:
- Primarily further their own interests.
 - Don't expose their true position on controversial ideas.
 - Are designed to demonstrate their organizational clout.
 - Balance self-interest and organizational interest.
15. Seeing people who resist you as adversaries is part of an alliance mindset.
- True
 - False
16. Being an ally involves reciprocity, which means:
- Trading favors.
 - Making deals behind the scenes.
 - Creating a web of good will that will be there when you need it.
 - Getting back at someone when they breach your trust.
17. Delegating and mentoring are examples of:
- Constructive disagreement.
 - Strategies for developing leaders.
 - Developing an alliance mindset.
 - Trust-reducing behaviors.
18. In a leadership environment:
- Interdependent workers take initiative and responsibility.
 - Self-preservation is the overriding motivation.
 - The predominant leadership style is commanding and controlling.
 - A team approach is difficult to establish.

19. People are more likely to “buy in” to an organization’s strategy if:
- Compliance is mandated.
 - They participate in defining their role in the strategy.
 - The leaders tell them it’s a good thing.
 - The strategy is presented to them by the head of the organization.
20. An alliance mindset and the ability to be an ally to others are two building blocks for political savvy. The third is:
- The ability to defend yourself against your critics.
 - Being willing to apologize when you make a mistake.
 - The ability to “sell” your ideas.
 - The ability to understand your potential allies.
21. Demonstrating conviction, courage, compassion, and community can:
- Raise obstacles to constructive interpersonal influence.
 - Make you vulnerable to your detractors.
 - Help build a climate of trust.
 - Reduce your capacity to trust others.
22. Which of the following is NOT an example of a trust-building behavior?
- Withholding deserved recognition at times when you are feeling underrecognized.
 - Communicating anticipated slippage as soon as you suspect it.
 - Airing concerns with stakeholders when you’re unsure about committing resources.
 - Sharing credit generously.
23. Which of the following actions is likely to reduce trust?
- Be willing to be wrong.
 - Provide coaching whenever you see an employee in need of help.
 - Develop systems for staff to evaluate supervisors and managers.
 - Cut off new ideas if they differ from yours.
24. When soliciting authentic feedback as a means of increasing self-knowledge:
- You should restate the feedback and ask follow-up questions.
 - You should defend yourself on each point that is raised.
 - You should avoid making suggested changes for the first year.
 - You should be sure that the feedback session is part of a formal process.
25. During the inquiry phase of a discussion, you should:
- Try to control the discussion so it doesn’t get off course.
 - Set ground rules based on rank and grade.
 - Clarify the assumptions that you are making when you offer an idea.
 - Generate debate by challenging others’ ideas.